A3870-2 C1
642

Annual Salary Study and Survey of Selected Personnel Issues

1982

CWLA Research Center

ANNUAL SALARY STUDY AND SURVEY OF SELECTED PERSONNEL ISSUES

1982

A Report on Administrative and Professional Staff and Salaries in Voluntary CWLA Member Agencies as of January 1, 1982

Susan Haddow
Mary Ann Jones

Research Center
CHILD WELFARE LEAGUE OF AMERICA, INC.
67 Irving Place, New York, N.Y. 10003

May 1982
ISBN 0-87868-206-6

AM-19

©1982 Child Welfare League of America, Inc.
ISBN 0-87868-206-6

TABLE OF CONTENTS

	Page
Introduction	1
Salary and Personnel Tables	2
Items of Special Interest	32
Appendix	35

LIST OF TABLES

Table		Page
1	Number of Participating Agencies by Region and Size of Staff	3
2	Number of Full-Time and Part-Time Employees by Region	4
3	Median Salaries and Percentage Changes for 11 Positions 1977-1982	6
4	Salaries Paid to Executive Directors by Region and by Size of Staff	9
5	Trends in Salaries Paid to Executive Directors 1978-1982	10
6	Salaries Paid to Selected Administrative Staff	11
7	Salaries Paid to Assistant Executive Directors by Region and by Size of Staff	13
8	Salaries Paid to Casework Directors or Directors of Professional Services by Region and by Size of Staff	14
9	Trends in Salaries Paid to Assistant Executive Directors and Casework Directors or Directors of Professional Services 1980-1982	15
10	Salaries Paid to Directors of Districts or Major Program Units by Region and by Size of Staff	16
11	Salaries Paid to Supervisors of Practitioners by Region and by Size of Staff	17
12	Trends in Salaries Paid to Directors of Districts or Major Program Units and to Supervisors of Practitioners 1980-1982	18
13	Distribution of Full-Time Practitioners in Social Work by Amount of Graduate Social Work Education by Region	19
14	Salaries Paid to Practitioners with Graduate Social Work Degree by Region and by Size of Staff	20
15	Trends in Salaries Paid to Practitioners in Social Work 1980-1982	21
16	Trends in Salaries Paid to Social Work Assistants 1980-1982	22
17	Trends in Salaries Paid to Recreation Workers 1980-1982	23
18	Trends in Salaries Paid to Residential Supervisors 1980-1982	25
19	Salaries Paid to Child Care Workers by Region	26
20	Trends in Salaries Paid to Child Care Workers 1980-1982	27

Table		Page
21	Trends in Salaries Paid to Educational Directors by Setting 1980-1982	28
22	Salaries Paid to Teachers by Setting and by Educational Level	29
23	Trends in Salaries Paid to Teachers by Setting and by Educational Level 1981 and 1982	30
24	Trends in Salaries Paid to Assistants to Teachers by Setting 1980-1982	31

ACKNOWLEDGMENTS

The authors thank Arlene Sauer of Family Service Association of America, Division of Information Systems and Services, for preparing and distributing questionnaires for joint member agencies of FSAA and CWLA. Anne Moore performed the tasks of mailing the survey and typing the forms, letters, and final report with accuracy and efficiency. Natalie Korniloff displayed her usual tenacity and agility in the calculation of the figures. We also thank the voluntary member agencies who completed the survey.

INTRODUCTION

Background

The 1982 CWLA study of salaries and personnel issues is the seventeenth such annual survey conducted with the voluntary member agencies of the Child Welfare League of America. Salaries as of January 1, 1982 and salary trends are reported for professional staff positions and analyzed by agency size and geographical region.

For the past few years, the survey has included an "Items of Special Interest" section, which contains questions about various personnel issues. The actual items vary from year to year in response to the suggestions and interests of CWLA staff and member agencies. This year the items concern selected administrative staff positions (see Table 6), the use of volunteers, gains or losses in staff positions, and salary increases for 1982 (see pp. 32 and 33 for discussion of these issues).

The Sample

Survey forms were sent to 220 voluntary accredited and provisional members of the Child Welfare League of America and the Florence Crittenton Division of the League. By March 1982, 187 forms had been returned for a total response rate of 85%.*

---

*Eighteen agencies in the sample are members of the Florence Crittenton Division (FCD) of CWLA, 12 of which are accredited members of CWLA as well. Salaries for the Florence Crittenton agencies have been presented separately in this report in the last few years because of the fairly marked differential between League and FCD salaries. FCD agencies that were also accredited members of CWLA were included in the larger sample as well. We are discontinuing the separate presentation of FCD salaries this year for several reasons: the gap in salaries between the two entities has narrowed over the last several years; much of the differential that remains is accounted for by the size of agency variable (which will be discussed more fully later in the report); the number of reported salaries in the various professional positions from the FCD agencies is frequently too few to support stable measures of central tendency and dispersion (means and upper quartiles, also to be discussed later); and finally, most of the FCD agencies are already represented in the full sample on which this report is based. This year we have included all FCD agencies in the full sample.

Each agency reported the total number of full-time and part-time staff employed as of January 1, 1982 in 17 specified job categories. (See the Appendix for a copy of the form used which contains a list of the positions for which data were collected and a brief description of each.) Agencies were asked to include all persons in the specified positions that were paid a salary, fee, or an hourly rate through the agency's regular budget or through a grant or special project budget.

SALARY AND PERSONNEL TABLES

Table 1 presents the number and distribution of participating agencies by region and size of staff. The regional breakdown used here is that of the U.S. Census Bureau and is not coterminous with the CWLA regions. (The composition of each region and the number of participating agencies in each state are presented in the Appendix.) The two regions that contribute the most agencies to the sample are the East North Central (30%) and the New England (16%) regions. The South Atlantic, Middle Atlantic, West North Central, and Pacific regions contribute about 10% each to the overall sample. The remaining regions--East South Central, West South Central, Mountain, and Canada--each contribute 4% or less. Michigan has the largest number of participating agencies--16--followed closely by Illinois (15) and Ohio (15).

The size of staff variable used in this table and throughout the report was computed for each agency by adding together all the full-time and half the part-time professional staff reported. This variable is used in many of the tables because the size of the agency often influences salaries, particularly for administrative positions. The staff size variable, then, along with the regional breakdown, provides two important variables for the reader to use in inspecting the data and focusing on salaries in agencies with characteristics of interest.

For the first time in several years there is a shift toward smaller agencies in the sample. This year 65% of the agencies had 50 or fewer staff members. The comparable figure for 1981 was 55%. While some of this shift may be due to the loss of some larger agencies from the sample, it also appears to reflect an overall reduction in the number of staff positions among the reporting agencies as may be seen later in the discussion about gains and losses in staff positions.

Table 2 exhibits the average number of full-time, part-time, and total staff members per agency by region. The average for all regions is 66 employees, of which 80% are full-time employees. The Canadian agencies, with an average of 263 employees, are far larger than the U.S. agencies, which range from a high of 125 employees (Middle Atlantic) to a low of 35 (East South Central). The average number of employees among agencies reporting in 1981 was 77, again indicating a shift toward smaller agencies in this year's sample.

TABLE 1

NUMBER AND DISTRIBUTION OF PARTICIPATING AGENCIES
BY REGION AND SIZE OF STAFF[a]

Size of Staff[a]	Region																	
	New England		Middle Atlantic		East North Central		West North Central		South Atlantic		East South Central		West South Central		Mountain		Pacific		Canada		Total	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
25 or less	17	57%	3	16%	20	36%	4	21%	8	38%	4	57%	5	72%	1	25%	2	11%	0	0%	64	34%
26-50	7	23	4	21	17	30	7	37	9	42	2	29	1	14	3	75	7	36	1	20	58	31
51-75	0	0	2	11	11	20	5	26	2	10	1	14	0	0	0	0	6	32	0	0	27	15
76 or more	6	20	10	52	8	14	3	16	2	20	0	0	1	14	0	0	4	21	4	80	38	20
TOTAL	30	100%	19	100%	56	100%	19	100%	21	100%	7	100%	7	100%	4	100%	19	100%	5	100%	187	100%
% OF TOTAL SAMPLE		16%		10%		30%		10%		11%		4%		4%		2%		10%		3%		

[a]Computed by adding together the number of full-time staff in 17 selected positions with half the part-time staff.

N = Number of agencies.

TABLE 2

NUMBER OF FULL-TIME, PART-TIME, AND TOTAL EMPLOYEES
BY REGION

Region	*Number of Agencies*	*Average Number of Employees Per Agency*		
		Full-Time	*Part-Time*	*Total*
New England	30	32.5	8.8	41.3
Middle Atlantic	19	96.2	28.4	124.6
East North Central	56	40.9	10.6	51.5
West North Central	19	42.8	11.0	53.8
South Atlantic	21	43.7	12.2	55.9
East South Central	7	27.0	8.3	35.3
West South Central	7	39.7	4.6	44.3
Mountain	4	37.7	2.3	40.0
Pacific	19	59.1	25.5	84.6
Canada	5	246.8	16.0	262.8
TOTAL	187	9,799	2,526	12,325
Average Number of Employees		52.4	13.5	65.9
Percent of Total		80%	20%	100%

Table 3 reports the first set of salary figures. As in previous years, salaries were requested only for full-time employees in selected positions. Members of religious orders who are not fully salaried are omitted.

The term *median* is introduced in this table. The median salary is the salary that divides the sample in half when all salaries for a particular position are ranked from lowest to highest. Fifty percent of the sample falls above the median and 50% falls below it.

Table 3 summarizes the median salaries and percentage changes in median salaries for 11 positions which were filled by 100 or more full-time employees from 1977 to 1982. Trends in medians and percent changes can be compared to trends in the Consumer Price Index (CPI) at the end of this table. Percentage increase in median salaries and the CPI are shown for one-year increments from 1977 to 1982 and for the total five-year period. In the past five years, the CPI increased 60.9% while median salaries for the selected positions increased from a low of 23% (Residential Supervisor) to a high of 47.3% (Assistant Executive Director).

Table 4 introduces the concept of the *upper quartile*. To compare the upper quartile to the median, the median is the figure that falls at the 50th percentile in a distribution of numbers and the upper quartile is the figure that falls at the 75th percentile. The median divides the sample in half; the upper quartile divides the sample at the point where one-fourth of the salaries fall above the value and three-fourths fall below it. The upper quartile gives an indication of where the higher salaries begin. A comparison of the medians and upper quartiles on the same position will also give a sense of the distribution of the salaries above the median.

Tables 4 and 5 present data on salaries paid to Executive Directors. Although our sample consists of 187 agencies, only 176 Executive Directors' salaries are reported. The missing salaries represent unreported salaries, members of religious orders, vacancies, and part-time Executive Directors. As Table 4 reports, the overall median salary for Executive Directors as of January 1, 1982, was $38,500. The median ranged from $33,000 (South Atlantic/East South Central and West South Central/Mountain) to $55,000 (Canada). In the second part of Table 4 one can see that the salary of the Executive Director is clearly related to the size of the agency: the larger the agency, the greater the median salary of the Executive Director.

At the request of several agencies, we collected information on four new administrative positions this year. They are: Comptroller/Director of Finance, Director of Public Relations, Director of Research/Systems, and Director of Development/Fundraising. The number of agencies reporting staff in each of these positions and the median and upper quartile salaries of each are reported in *Table 6*.

TABLE 3

MEDIAN SALARIES AND PERCENTAGE CHANGES FOR 11 POSITIONS
1977-1982

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Executive Dir.			
1982	$38,500	6.1%	40.5%
1981	36,300	11.3	
1980	32,600	4.6	
1979	31,163	6.1	
1978	29,374	7.2	
1977	27,407	7.8	
Asst. Exec. Dir.			
1982	$32,400	10.2%	47.3%
1981	29,400	9.3	
1980	26,900	9.2	
1979	24,642	7.7	
1978	22,890	4.0	
1977	22,000	4.8	
Casework Dir./Dir. of Prof. Serv.			
1982	$27,300	7.1%	30.6%
1981	25,500	8.1	
1980	23,600	2.6	
1979	22,999	4.8	
1978	21,950	5.0	
1977	20,909	4.1	
Dir. of District/ Major Program			
1982	$24,300	3.4%	31.1%
1981	23,500	12.4	
1980	20,900	3.8	
1979	20,138	1.7	
1978	19,808	6.9	
1977	18,530	1.8	
Supervisors			
1982	$22,700	5.1%	30.1%
1981	21,600	7.5	
1980	20,100	4.7	
1979	19,196	3.0	
1978	18,626	6.7	
1977	17,452	4.5	

TABLE 3

(Continued)

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Residential Supervisors			
1982	$15,700	-1.8%	23.0%
1981	15,984	21.1	
1980	13,200	-3.1	
1979	13,625	- .8	
1978	13,730	7.6	
1977	12,761	0.2	
Practitioners with Grad. S.W. Degree			
1982	$18,100	6.5%	34.5%
1981	17,000	9.0	
1980	15,600	5.8	
1979	14,750	3.3	
1978	14,278	6.1	
1977	13,460	3.6	
Practitioners with Some S.W. Educ.			
1982	$17,500	7.4%	44.5%
1981	16,300	13.2	
1980	14,400	8.8	
1979	13,231	-1.3	
1978	13,408	10.7	
1977	12,110	7.4	
Practitioners with No S.W. Educ.			
1982	$13,900	-2.1%	27.0%
1981	14,200	10.9	
1980	12,800	3.9	
1979	12,321	5.5	
1978	11,680	6.7	
1977	10,943	4.5	
Social Work Asst./ Case Aide			
1982	$11,000	5.8%	31.7%
1981	10,400	9.5	
1980	9,500	2.5	
1979	9,265	7.2	
1978	8,636	3.4	
1977	8,354	4.7	

TABLE 3

(Continued)

Position & Year	*Median Salary*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
Child Care Worker			
1982	$10,900	5.8%	38.8%
1981	10,300	9.6	
1980	9,400	8.0	
1979	8,705	5.6	
1978	8,244	5.0	
1977	7,851	2.4	

U.S. Consumer Price Index[a] for January	*Index*	*% Increase from Prev. Yr.*	*% Increase Over 5 Years*
1982	282.1	8.2%	60.9%
1981	260.7	11.7	
1980	233.3	14.0	
1979	204.7	8.7	
1978	188.4	7.5	
1977	175.3	5.2	

[a]U.S. Department of Labor, Bureau of Labor Statistics, *Consumer Price Index for Urban Wage Earners and Clerical Workers, U.S. City Average.*

TABLE 4

SALARIES PAID TO EXECUTIVE DIRECTORS BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	28	$35,000	$40,500
Middle Atlantic	18	46,500	50,300
East North Central	53	40,000	48,300
West North Central	18	38,000	43,000
South Atlantic/East South Central[a]	26	33,000	38,500
West South Central/ Mountain[a]	10	33,000	36,800
Pacific	19	42,700	46,500
Canada[b]	4	55,000	61,500
Size of Staff			
1-25	58	$32,000	$36,800
26-50	58	38,000	43,200
51-75	27	43,000	47,800
76 or more	33	47,300	57,500
TOTAL	176	$38,500	$45,800

[a]To obtain more reliable salary estimates, regions with few agencies were combined on the basis of geographic proximity and compatibility of salary levels.

[b]The Canadian agencies could not be reasonably combined with any other region, and salary estimates may be unstable because of the small number of agencies.

TABLE 5

TRENDS IN SALARIES PAID TO EXECUTIVE DIRECTORS
1978-1982

Salary	*Percent of Executive Directors*				
	1978 (N = 185)	*1979 (N = 180)*	*1980 (N = 197)*	*1981 (N = 168)*	*1982 (N = 176)*
Under $20,000	6%	2%	2%	0%	1%
$20,000-24,999	20	15	9	4	2
$25,000-29,999	25	27	22	15	13
$30,000-34,999	25	24	31	25	16
$35,000-39,999	9	14	14	25	22
$40,000-44,999	11	13	9	17	20
$45,000-49,999	2	5	9	7	11
$50,000 and over	2		4	7	15
TOTAL	100%	100%	100%	100%	100%
Median	$29,374	$31,163	$32,600	$36,300	$38,500
Upper Quartile	$34,750	$34,750	$39,000	$41,900	$45,800
% Increase in Median from Previous Year	7.2%	6.1%	4.6%	11.3%	6.1%

N = Number of salaries reported.

TABLE 6

SALARIES PAID TO SELECTED ADMINISTRATIVE STAFF

Position	*Agencies Reporting Such a Position*		*Median Salary*[a]	*Upper Quartile*[a]
	N	*%*		
Comptroller/Director of Finance	83	46	$26,700	$31,800
Director of Public Relations	52	29	$19,600	$25,600
Director of Research/Systems	17	10	$29,000	$32,900
Director of Development/ Fundraising	63	37	$25,000	$30,000

[a]Based on full-time equivalent salaries.

Tables 7 to 12 give salaries and trends in salaries for four positions: Assistant Executive Directors, Casework Directors (or Directors of Professional Services), District Directors (or Directors of Major Program Units), and Supervisors.

Table 13 presents the regional distribution of full-time practitioners in social work by amount of graduate social work education. Sixty-one percent of all practitioners have graduate social work degrees. This figure ranges from a high of 79% in the Pacific region to a low of 28% in Canada. Eleven percent of all practitioners have some graduate social work education short of the master's degree. Eight percent have no graduate social work education but do have a graduate degree in another field. Twenty percent have neither a graduate social work degree nor a graduate degree in another field.

Table 14 presents the salaries for practitioners with a graduate social work degree.

Table 15 shows that the median salary of practitioners with a graduate social work degree is $17,500. Practitioners with no graduate social work education have a median salary of $13,900.

Tables 16 and 17 describe trends in salaries for Social Work Assistants and Recreation Workers.

TABLE 7

SALARIES PAID TO ASSISTANT EXECUTIVE DIRECTORS
BY REGION AND BY SIZE OF STAFF

Region[a]	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	11	$31,000	$33,300
Middle Atlantic	21	35,800	38,300
East North Central	27	32,800	37,900
West North Central	10	27,500	30,000
South Atlantic/East South Central	12	28,500	31,500
West South Central/ Mountain	7	30,000	32,800
Pacific	16	34,000	41,500
Size of Staff			
1-25	17	$30,000	$33,300
26-50	30	29,800	35,800
51-75	18	30,500	36,000
76 or more	42	35,000	39,300
TOTAL	107	$32,400	$37,300

[a]To obtain more reliable salary estimates, regions with few agencies were combined on the basis of geographic proximity and compatibility of salary levels. The Canadian agencies were dropped from the regional breakdown as they could not be reasonably combined with any other region and only three salaries were reported: $29,200, $34,500, and $45,100. The Canadian agencies have been included in the size of staff breakdown as well as the overall total.

TABLE 8

SALARIES PAID TO CASEWORK DIRECTORS OR DIRECTORS OF PROFESSIONAL SERVICES BY REGION AND BY SIZE OF STAFF

Region[a]	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	18	$28,500	$31,000
Middle Atlantic	24	28,300	30,500
East North Central	44	26,500	30,200
West North Central	16	24,500	27,500
South Atlantic/East South Central	25	24,300	29,400
West South Central/ Mountain	9	25,000	26,900
Pacific	16	30,500	38,000
Size of Staff			
1-25	34	$23,500	$27,600
26-50	43	25,700	28,900
51-75	20	27,400	30,800
76 or more	57	29,900	33,300
TOTAL	154	$27,300	$30,600

[a]To obtain more reliable salary estimates, regions with few agencies were combined on the basis of geographic proximity and compatibility of salary levels. The Canadian agencies were dropped from the regional breakdown as they could not be reasonably combined with any other region and only two salaries were reported: $39,000 and $46,900. The Canadian agencies have been included in the size of staff breakdown as well as the overall total.

TABLE 9

TRENDS IN SALARIES PAID TO ASSISTANT EXECUTIVE DIRECTORS AND CASEWORK DIRECTORS OR DIRECTORS OF PROFESSIONAL SERVICES 1980-1982

Salary	*Assistant Executive Director*			*Casework Director/Director of Professional Services*		
	1980 (N = 108)	*1981 (N = 102)*	*1982 (N = 107)*	*1980 (N = 158)*	*1981 (N = 163)*	*1982 (N = 154)*
Under $20,000	7%	5%	4%	21%	17%	8%
$20,000-24,999	31	17	8	42	29	24
$25,000-29,999	26	32	24	26	33	35
$30,000-34,999	25	24	27	7	15	23
$35,000-39,999	7	15	23	2	2	6
$40,000 and over	4	7	14	2	4	4
TOTAL	100%	100%	100%	100%	100%	100%
Median	$26,900	$29,400	$32,400	$23,600	$25,500	$27,300
Upper Quartile	$31,700	$34,300	$37,300	$27,000	$29,300	$30,600
% Increase in Median from Previous Year	9.2%	9.3%	10%	2.6%	8.1%	7.1%

TABLE 10

SALARIES PAID TO DIRECTORS OF DISTRICTS OR MAJOR PROGRAM UNITS
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	49	$23,900	$26,900
Middle Atlantic	84	24,500	27,500
East North Central	102	24,600	28,400
West North Central	54	21,000	24,000
South Atlantic	76	23,200	27,700
East South Central	13	18,800	21,500
West South Central	12	20,400	24,000
Mountain	4	20,000	24,000
Pacific	41	34,700	37,900
Canada	24	39,000	40,700
Size of Staff			
1-25	51	$21,100	$25,900
26-50	128	22,600	26,300
51-75	88	23,500	28,300
76 or more	192	27,100	32,100
TOTAL	459	$24,300	$28,900

TABLE 11

SALARIES PAID TO SUPERVISORS OF PRACTITIONERS
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	56	$20,800	$22,900
Middle Atlantic	75	22,200	24,200
East North Central	110	22,100	24,800
West North Central	16	20,300	23,000
South Atlantic	73	19,600	21,800
East South Central	10	19,000	21,300
West South Central/ Mountain[a]	9	18,000	20,500
Pacific	39	26,200	28,700
Canada	97	27,500	33,100
Size of Staff			
1-25	42	$20,600	$23,800
26-50	77	22,000	24,000
51-75	44	22,500	25,800
76 or more	322	23,700	29,400
TOTAL	485	$22,700	$27,800

[a]To obtain more reliable salary estimates, regions with few agencies were combined on the basis of geographic proximity and compatibility of salary levels.

TABLE 12

TRENDS IN SALARIES PAID TO DIRECTORS OF DISTRICTS OR MAJOR PROGRAM UNITS AND TO SUPERVISORS OF PRACTITIONERS 1980-1982

Percentage Distribution

Salary	*Directors of Districts or Major Program Units*			*Supervisors*		
	1980 (N = 519)	*1981 (N = 450)*	*1982 (N = 459)*	*1980 (N = 530)*	*1981 (N = 510)*	*1982 (N = 485)*
Under $17,000	21%	12%	11%	22%	11%	10%
$17,000-20,999	30	23	19	37	33	24
$21,000-24,999	27	24	25	29	32	29
$25,000-28,999	22	21	20	12	19	17
$29,000 and over		20	25		5	20
TOTAL	100%	100%	100%	100%	100%	100%
Median	$20,900	$23,500	$24,300	$20,100	$21,600	$22,700
Upper Quartile	$24,500	$27,800	$28,900	$23,400	$24,800	$27,800
% Increase in Median from Previous Year	3.8%	12.4%	3.4%	4.7%	7.5%	5.1%

TABLE 13

DISTRIBUTION OF FULL-TIME PRACTITIONERS IN SOCIAL WORK BY AMOUNT OF GRADUATE SOCIAL WORK EDUCATION BY REGION

Region	*Number of Positions*	*Percent of Practitioners in Social Work with*			
		Grad. SW Degree	*Some Grad. SW Education*	*No Grad. SW Education But Other Grad. Degree*	*No Grad. SW Education And No Other Grad. Degree*
New England	334	66%	5%	6%	23%
Middle Atlantic	467	75	8	5	12
East North Central	746	66	9	6	19
West North Central	234	56	8	10	26
South Atlantic	306	69	4	8	19
East South Central	70	68	0	9	23
West South Central	57	72	4	5	19
Mountain	19	74	0	21	5
Pacific	275	79	6	8	7
Canada	639	28	30	12	30
TOTAL	3147	61%	11%	8%	20%

TABLE 14

SALARIES PAID TO PRACTITIONERS WITH GRADUATE SOCIAL WORK DEGREE
BY REGION AND BY SIZE OF STAFF

Region	*Number of Salaries Reported*	*Median Salary*	*Upper Quartile*
New England	218	$17,200	$18,900
Middle Atlantic	352	17,100	18,800
East North Central	495	17,100	19,300
West North Central	133	19,400	23,500
South Atlantic	211	15,500	17,600
East South Central	48	14,300	15,800
West South Central	41	16,700	19,000
Mountain	14	16,500	18,800
Pacific	218	19,700	24,300
Canada	180	22,700	26,400
Size of Staff			
1-25	249	$17,500	$19,700
26-50	446	16,800	19,300
51-75	317	17,100	21,000
76 or more	898	18,000	21,900
TOTAL	1910	$17,500	$21,400

TABLE 15

TRENDS IN SALARIES PAID TO PRACTITIONERS IN SOCIAL WORK
1980-1982

Salary	Percent of Practitioners With Graduate Social Work Degree			With Some Graduate S.W. Education			With No Grad. S.W. Education			1982 Only No Grad. S.W. Educ. But Oth. Grad. Deg.	1982 Only No Grad. S.W. Educ. & No Oth. Grad. Deg.
	1980 (N=2198)	1981 (N=2215)	1982 (N=1910)	1980 (N=311)	1981 (N=383)	1982 (N=362)	1980 (N=1066)	1981 (N=1008)	1982 (N=864)	(N=241)	(N=623)
Under $12,000	5%	5%	2%	23%	14%	8%	40%	26%	21%	10%	25%
$12,000-13,999	23	11	8	22	14	18	23	22	30	22	34
$14,000-15,999	27	25	21	29	18	11	13	21	25	22	26
$16,000-17,999	20	18	24	11	31	22	9	11	10	12	9
$18,000-19,999	13	13	16	8	11	12	12	12	5	10	3
$20,000 and over	12	28	29	7	12	29	3	8	9	24	3
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Median Salary	$15,600	$17,000	$17,500	$14,400	$16,300	$17,300	$12,800	$14,200	$13,900	$15,600	$13,400
Upper Quartile	$17,900	$20,600	$21,400	$16,200	$17,900	$21,300	$15,900	$18,000	$15,900	$19,700	$14,900
% Increase in Median from Previous year	5.8%	9.0%	2.9%	8.8%	13.2%	6.1%	3.9%	10.9%	-2.1%	2.6%	-2.9%

TABLE 16

TRENDS IN SALARIES PAID TO SOCIAL WORK ASSISTANTS
1980-1982

Salary	*Percent of Social Work Assistants*		
	1980 (N = 246)	*1981 (N = 194)*	*1982 (N = 159)*
Under $9,000	40%	19%	14%
$9,000-9,999	19	22	18
$10,000-10,999	20	21	18
$11,000-11,999	12	19	11
$12,000-12,999	9	19	20
$13,000-13,999			9
$14,000 and over			10
TOTAL	100%	100%	100%
Median	$ 9,500	$10,400	$11,000
Upper Quartile	$10,800	$11,700	$12,700
% Increase in Median from Past Year	2.5%	9.5%	5.8%

TABLE 17

TRENDS IN SALARIES PAID TO RECREATION WORKERS
1980-1982

Salary	*Percent of Recreation Workers*		
	1980 (N = 157)	*1981 (N = 131)*	*1982 (N = 115)*
Under $10,000	47%	24%	16%
$10,000-11,999	26	27	25
$12,000-13,999	11	22	23
$14,000-15,999			15
$16,000-17,999	16	27	9
$18,000 and over			12
TOTAL	100%	100%	100%
Median	$10,200	$11,900	$12,600
Upper Quartile	$12,500	$14,500	$15,400
% Increase in Median from Previous Year	3.0%	16.7%	5.9%

Tables 18 to 20 focus on agencies with residential programs. *Full maintenance*, a term used in these tables, is defined as the provision of meals and residential quarters such that the worker does not need to maintain a separate residence. In the past, room and board were frequently provided to staff in residential programs as a form of compensation. Consequently the staff receiving maintenance tended to have lower salaries. In more recent years, two things have happened: there has been a decline in the provision of maintenance as a form of compensation, and the relationship between salaries and maintenance has become unpredictable, with residential staff who receive full maintenance also receiving higher salaries in some regions. In 1982, 10% of the Residential Supervisors and 14% of the Child Care Workers received full maintenance.

Child Care Workers in 1982 had a median salary of $10,900.

Tables 21 to 24 present data on the Educational Staff in institutions and day care centers.

TABLE 18

TRENDS IN SALARIES PAID TO RESIDENTIAL SUPERVISORS
1980-1982

Salary	*Percent of Total for Each Year*			*Percent of 1982 Sample*	
	1980 (N = 406)	*1981 (N = 365)*	*1982 (N = 418)*	*Full Maintenance Provided (N = 41)*	*Full Maintenance Not Provided (N = 377)*
Under $12,000	34%	16%	15%	27%	14%
$12,000-13,999	21	20	18	32	17
$14,000-15,999	14	17	20	5	21
$16,000-17,999	14	19	12	7	13
$18,000-19,999	17	14	11	2	12
$20,000 and over		14	24	27	23
TOTAL	100%	100%	100%	100%	100%
Median	$13,200	$16,000	$15,700	$13,700	$15,800
Upper Quartile	$16,100	$18,400	$19,800	$21,200	$19,700
% Receiving Full Maintenance	14%	7%	10%	--	--

TABLE 19

SALARIES PAID TO CHILD CARE WORKERS BY REGION

Region	Number Salaries Reported	% Receiving Full Maintenance	Median Salaries		Upper Quartile	
			Full Maintenance Provided	Full Maintenance Not Provided	Full Maintenance Provided	Full Maintenance Not Provided
New England	208	<1%	a	$10,600	a	$11,600
Middle Atlantic	655	38	$11,100	10,500	$12,400	11,500
East North Central	610	10	9,500	10,800	10,100	12,400
West North Central	275	9	9,200	10,300	10,300	11,100
South Atlantic	84	26	7,700	8,300	8,800	9,100
East South Central	40	30	7,500	8,300	7,700	8,900
West South Central	115	3	7,800[b]	8,000	8,300[b]	8,900
Mountain	83	0	--	10,800	--	11,600
Pacific	474	3	9,700	11,700	10,300	13,500
Canada	341	5	19,000	16,300	19,800	17,800
TOTAL	2885	14%	$10,300	$10,900	$12,000	$13,000

[a]Only one child care worker with a salary of $11,500 received full maintenance.

[b]Based on fewer than 10 reported salaries.

TABLE 20

TRENDS IN SALARIES PAID TO CHILD CARE WORKERS
1980-1982

Salary	*Percent of Total for Each Year*			*Percent of 1982 Sample*	
	1980 (N = 2908)	*1981 (N= 2740)*	*1982 (N = 2885)*	*Full Maintenance Provided (N = 399)*	*Full Maintenance Not Provided (N = 2453)*
Under $6000	3%	1%	<1%	<1%	<1%
$6,000-6,999	7	3	<1	0	<1
$7,000-7,999	10	7	6	12	5
$8,000-8,999	22	13	9	16	8
$9,000-9,999	23	20	16	17	16
$10,000-10,999	13	22	21	18	22
$11,000-11,999	8	10	15	12	16
$12,000-12,999	6	6	9	14	8
$13,000 or more	8	18	23	11	25
TOTAL	100%	100%	100%	100%	100%
Median	$ 9,400	$10,300	$10,900	$10,300	$10,900
Upper Quartile	$10,000	$11,900	$12,800	$12,000	$13,000
% Receiving Full Maintenance	17%	16%	14%	--	--

TABLE 21

TRENDS IN SALARIES PAID TO EDUCATIONAL DIRECTORS BY SETTING
1980-1982

Salary	*Percent of Educational Directors*					
	Institutions			*Day Care Centers*		
	1980 (N = 39)	*1981 (N = 34)*	*1982 (N = 38)*	*1980 (N = 55)*	*1981 (N = 45)*	*1982 (N = 64)*
Under $12,000	5%	3%	3%	29%	13%	23%
$12,000-13,999	13	12	3	24	29	5
$14,000-15,999	15	12	8	13	22	22
$16,000-19,999	28	29	34	21	16	24
$20,000-23,999	23	26	29	11	18	20
$24,000 and over	16	18	23	2	2	6
TOTAL	100%	100%	100%	100%	100%	100%
Median	$18,375	$19,000	$20,300	$13,900	$14,700	$16,000
Upper Quartile	$22,125	$22,300	$24,100	$16,900	$19,100	$21,000
% Increase in Median from Previous Year	0%	3.4%	6.8%	6.9%	5.8%	8.8%

TABLE 22

SALARIES PAID TO TEACHERS BY SETTING AND BY EDUCATIONAL LEVEL

Salary	*Institutions Percent of Teachers with--*			*Day Care Centers Percent of Teachers with--*		
	Graduate Education (N = 109)	*Bachelor Degree (N = 102)*	*No College Degree (N = 8)*	*Graduate Education (N = 30)*	*Bachelor Degree (N = 106)*	*No College Degree (N = 100)*
Under $8,000	0	4%	74%	3%	11%	49%
$8,000-9,999	4%	7	0	7	26	27
$10,000-11,999	11	20	13	23	30	10
$12,000-13,999	25	39	0	10	24	11
$14,000-15,999	28	19	13	13	8	1
$16,000 and over	32	11	0	44	1	2
TOTAL	100%	100%	100%	100%	100%	100%
Median	$14,700	$13,100	$7,700	$15,300	$10,800	$8,100
Upper Quartile	$16,700	$14,500	$9,000	$17,600	$12,800	$9,900
Median 1981	$13,700	$13,800	a	$12,500	$10,400	$8,900

[a]Only one teacher without a college degree was reported among the teachers in institutional settings and the salary for that teacher was $8,500.

TABLE 23

TRENDS IN SALARIES PAID TO TEACHERS BY SETTING AND BY EDUCATIONAL LEVEL
1981 AND 1982

Setting and Educational Level	*Teachers*					
	1981			*1982*		
Institutions	*N*	*%*	*Median Salary*	*N*	*%*	*Median Salary*
Graduate Education	68	45%	$13,700	109	50%	$14,700
Bachelor Degree	82	55	13,800	102	46	13,100
No College Degree	1	<1	0	8	4	7,700
TOTAL	151	100%	a	219	100%	a
Day Care Centers	*N*	*%*	*Median Salary*	*N*	*%*	*Median Salary*
Graduate Education	69	31%	$12,500	30	13%	$15,300
Bachelor Degree	100	45	10,400	106	45	10,800
No College Degree	55	24	8,900	100	42	8,000
TOTAL	224	100%	a	236	100%	a

[a]Overall median not computed.

TABLE 24

TRENDS IN SALARIES PAID TO ASSISTANTS TO TEACHERS BY SETTING
1980-1982

Salary	*Percent of Assistants to Teachers*					
	Institutions			*Day Care Centers*		
	1980 (N = 62)	*1981 (N = 60)*	*1982 (N = 63)*	*1980 (N = 176)*	*1981 (N = 136)*	*1982 (N = 135)*
Under $7,000	7%	21%	24%	61%	14%	52%
$7,000-7,999	29	15		26	50	
$8,000-8,999	19	25	13	6	18	24
$9,000-9,999	22	13	9	3	7	16
$10,000 and over	23	26	54	4	11	8
TOTAL	100%	100%	100%	100%	100%	100%
Median	$8,750	$ 8,500	$10,200	$6,800	$7,700	$8,000
Upper Quartile	$9,900	$10,000	$11,800	$7,600	$8,600	$8,900
% Increase in Median from Previous Year	10.5%	-2.9%	20%	5.7%	13.2%	3.9%

ITEMS OF SPECIAL INTEREST

Use of Volunteers

More than three-fourths (77%) of the agencies use volunteers in some capacity. Fifty-nine percent of these agencies have a Supervisor of Volunteers, one-third of whom work full-time in that capacity. In 85% of the agencies with a volunteer program, volunteers work directly with agency clients. The number of volunteers per agency range from 1 to 800, with an average of 92. The following table shows how the agencies assess their performance in various aspects of working with volunteers:

	Very Good	O.K.	Not Very Good
Recruitment	30%	50%	20%
Training	42	43	15
Deployment, i.e., using them well and in the right tasks	62	34	4
Supervision	56	38	6
Recognition and retention	44	47	9

Gains or Losses in Staff Positions in 1981 and 1982

The following table reveals the percentage of agencies that reported gains or losses in staff positions during 1981 and 1982. It should be noted that some agencies reported both gains and losses in the same year and so are represented in both figures.

	1981 (N = 171)	1982 (N = 157)
One or more positions gained	48%	39%
One or more positions lost	41	25

Several agencies did not know if they would gain or lose staff positions in 1982. This accounts for the smaller number of agencies responding to the question for 1982 and probably also for the drop in the number of agencies reporting gains or losses for that year.

The total number of positions gained per agency in the 2 years combined ranged from 1 to 70, with an average (mean) of 6.5 positions gained in those agencies that reported any positions gained. The total number of positions lost per agency ranged from 1 to 79, with an average of 7.5 positions lost.

The table below shows how 109 agencies reported they would attempt to cope with staff losses.

Increase efficiency of operation	31%
Close a program or service	23
Increase caseload size per worker	18
Reduce number of referrals accepted for service	15
Decrease the length of time cases remain open	6
Increase monthly interview count requirements	5
Other (e.g., use more volunteers, deploy staff differently, increase work week)	29
No plan as yet	17

Salary Increase

Nearly all agencies (88%) granted their professional and support staffs a salary increase for 1982. An additional 8% of the agencies were in the process of negotiating a salary increase. The salary increases took the following forms: cost of living (34%), merit (35%), a combination of cost of living and merit (25%), and other (6%). Of the agencies that granted a cost of living increase, the increase ranged from 2 to 19%, with a median of 7%. The merit increases ranged from 1 to 14%, with a median of 6%.

APPENDIX

NUMBER OF PARTICIPATING AGENCIES BY U.S. CENSUS REGION AND STATE

(N = 187)

New England--(30)	
Connecticut	9
Maine	2
Massachusetts	13
New Hampshire	1
Rhode Island	3
Vermont	2
Middle Atlantic--(19)	
New Jersey	1
New York	10
Pennsylvania	8
East North Central--(56)	
Illinois	15
Indiana	5
Michigan	16
Ohio	15
Wisconsin	5
West North Central--(19)	
Iowa	5
Kansas	2
Minnesota	1
Missouri	10
Nebraska	0
North Dakota	0
South Dakota	1
South Atlantic--(21)	
Delaware	1
District of Columbia	2
Florida	5
Georgia	3
Maryland	3
North Carolina	2
South Carolina	2
Virginia	3
West Virginia	0
East South Central--(7)	
Alabama	2
Kentucky	0
Mississippi	1
Tennessee	4
West South Central--(7)	
Arkansas	1
Louisiana	1
Oklahoma	1
Texas	4
Mountain--(4)	
Arizona	3
Colorado	1
Idaho	0
Montana	0
Nevada	0
New Mexico	0
Utah	0
Wyoming	0
Pacific--(19)	
Alaska	1
California	12
Hawaii	1
Oregon	3
Washington	2
Canada--(5)	

FORM A

1	2	3		
8	9	10	11	12

4-5/82 6-7/01

1982 CWLA SALARY STUDY

Return by January 29, 1982 to: Susan Haddow, RESEARCH CENTER, CHILD WELFARE LEAGUE OF AMERICA 67 Irving Place, New York, N.Y. 10003

Agency _____ City/State _____ Your Name _____

FORM A: NUMBER OF EMPLOYEES AS OF JANUARY 1, 1982. Report each employee only once, in position of primary responsibility. Use 2-digit numbers (e.g. 02,12) for every position but first three where 1 digit is desired & Total Number of Employees (3 digits each). Cells with no employees may be left blank.

Classification of Employees	Number of Employees: Total	Full Time	Part Time
1. Executive Director of Total Agency The person responsible for overall direction and administration of the organization. (Do not include an "acting director" here, but in his regular position.)		13	14
2. Assistant Executive Director(s) A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the Executive Director in his absence. (Do not include "administrative assistants" here, but in category #14.)		15	16
3. Casework Director(s), Director(s) of Professional Services A person responsible for the development and operation of the social work program of the agency, including staff development.		17	18
4. Directors of Districts or Major Program Units Staff responsible for administration of district offices (not outposts) or equally significant units.		19	21
5. Supervisors Staff whose primary responsibility is the direction or supervision of social work practitioners or of students. (Do not include "residential supervisors" here, but in category #9.)		23	25
6. Practitioners in Social Work Staff who provide direct services (1) to families and individuals through casework, group work, or advocacy; or (2) to other organizations or community groups through consultation, education, or community organization.			
a. Practitioners with completed social work graduate education		27	29
b. Practitioners with some social work graduate education		31	33
c. Practitioners with no social work graduate education & no other grad. degree		35	37
d. Practitioners with no social work grad. educ., but grad. degree in other field		39	41
7. Social Work Assistants or Case Aides Staff who assist practitioners in providing services and are directed by them in carrying out assignments.		43	45
8. Recreation Worker(s) Staff engaged in planning, directing, or carrying out recreational programs and activities, such as sports, arts and crafts, etc.		47	49

Classification of Employees	Number of Employees: Total	Full Time	Part Time
RESIDENTIAL PERSONNEL 9. Residential Supervisor A staff member responsible for the operation of an institutional program or a unit of it and for supervision of an institution's child care staff.		51	53
10. Child Care Workers Staff, other than nurses, whose primary responsibility is the daily care and supervision of children living in an institution or other residential facility.		55	57
EDUCATIONAL PERSONNEL. Do not include educational staff in the following three categories whose salaries are paid by the local school board.			
11. Educational Director(s) A staff member, other than the agency executive, responsible for planning and administering the educational program of an institution or day care center and for supervision of teachers.		59	61
12. Teachers Staff employed by the agency in a school or day care center operated by the agency, who are responsible for education of assigned groups, including daily program planning and supervision of assistant staff.		63	65
13. Teacher Aides or Assistant Teachers Staff employed by the agency to carry out assigned responsibilities under direction of teachers.		67	69
14. Other Professional and Administrative Staff Include all other agency employees that hold professional or administrative positions, such as practitioners and consultants from other professions (e.g., psychologists, psychiatrists, doctors, nurses, etc.), the comptroller, public relations and development staff, administrative assistants, research staff, etc. Do not include homemakers or support staff.		71	73
TOTAL NUMBER OF EMPLOYEES (Positions 1 through 14).		75	78

PLEASE NOTE THAT THE NUMBER OF FULL-TIME EMPLOYEES REPORTED IN JOB CATEGORIES 1-13 HERE SHOULD BE THE SAME AS THE TOTAL REPORTED IN THE SAME JOB CATEGORY ON FORMS B AND C.

6-7/02